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## THE ISSUE OF ENSURING THE BALANCE OF PUBLIC POLICY AND STRATEGIC MANAGEMENT

**Abstract:** The article analyzes the place and importance of strategic analysis of international and domestic political relations. And also, the possibilities of strategic management and strategic analysis in public administration are described today.

**Key words:** strategy, state strategy, strategic management, strategic planning, operational planning, strategic analysis, strategic initiatives, national development strategy, national security.

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### Introduction

The state is a socio-economic and political organization. Its strategy is a master plan for achieving the goals for the development of the state and society, which is implemented through systematic necessary steps and the mobilization of the necessary resources. The main task of implementing the state strategy is to ensure the positive development of the state, society and the individual.

The governance strategy of the state as a strategy of political organization is based on the national idea with the participation of the general population. In this case, the strategy leads to the use of pressure and violence by the privileged stratum or the state apparatus in the interests of their own interests or on the basis of "the wishes of foreign masters."

The strategy of the state determines the main directions of the strategic development of key socially significant areas of society and usually consists in formulating the target state of these areas and ways to achieve it.

Coordinated efforts to develop and implement a successful strategy are a new situation in the foreign and domestic policy of the state. In many cases, the efforts of heads of state and politicians will be focused on addressing current issues. Nevertheless, it is one of the effective tools of strategic planning policy.

It is no exaggeration to say that the instructions of the first President of the Republic of Uzbekistan I.A.Karimov on the creation of a state system of strategic planning met the requirements of the times [1].

The state is a socio-economic and political organization, the strategy of which is a master plan for achieving the goals of development of the state and society, implemented through systematic necessary steps and the involvement of the necessary resources. The main task of implementing the state strategy is to ensure the positive development of the state, society and the individual.

### The market strategy and its characteristics in the context of political marketing.

The state strategy as a strategy of political organization is based on the national idea with the participation of the general population. In this case, the strategy leads to the use of pressure and violence by the privileged stratum or the state apparatus in the interests of their own interests or on the basis of "the wishes of foreign masters."

Analyses show that there are many strategies that the state can adopt. These include stabilizing, disruptive, and national as well as anti-national strategies

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Increasing attention to everyday life events, reflexive situational situations, is inherent in the normal mind. He is mostly limited to responding to events, but does not try to control them. This feature is only able to think strategically politicians-practitioners.

G.B. Kochetkov, a well-known Russian expert in management, says that the success of strategic thinking at the decision-making level depends on the ability of the organization's leaders to "think strategically" and focus on it, because qualified planners only but the organization itself is not able to carry out strategic planning" [2, p. 14].

The formal strategy of the state is usually positive and inspiring, but this depends on the nature of the problems facing the country and on the real, not ostentatious desire to solve these problems. In particular, the strategy can be a screen that can hide the true goals of the ruling class or group of people in the country.

Despite the modernization course proclaimed by the political leadership and, at the same time, the high level of expectations of fundamental changes in the country as a whole, the implementation of strategic projects at the state level is stalling. It manifests itself only in certain local areas in the form of private improvements in certain areas of activity or in the regions.

In fact, these local successes are a reflection of the accumulating imbalance of development, and the general background is objectively worsening. On the graph you can see the rates of development of various states in terms of GDP per capita at constant prices. This information clearly shows the gap in the pace of development of different countries. Let's try to figure out what causes such a gap.

Strategic planning on a high-quality, state-of-the-art scientific basis is also an important tool in ensuring the intellectual superiority of our country in the international arena.

Strategic planning (in various fields) is one of the mechanisms of the country's development strategy and is a pressing issue for the modern state of Uzbekistan. The promotion of such strategies (even private strategies, especially foreign policy or political-military strategies) is associated with the function of political mobilization, which is formed in such a semantic sequence (semantic constructions) that the main central ideas influence the minds of the masses and elites [3, p. 46].

**Foreign experience in strategic planning.** For example, in modern Chinese national development strategies, "capacity-closing", "small welfare society", "humane domination", "moral governance" and other semantic constructions play an important role. Recently, the PRC leadership has been pursuing a mass policy of "peaceful self-promotion." Under this concept, it is understood that China must become a powerful state by maintaining peaceful relations with the world community without harming its neighbors and other countries of the world.

As an example, China is ready to be more open to the implementation of the new Silk Road project and to continue to actively support the most ambitious initiative of the XXI century.

The Second International Forum "One Place - One Way", which took place in Beijing in late April 2021, brought together representatives of 150 countries, including leaders of 37 countries. The forum was attended by Central Asian Presidents Shavkat Mirziyoyev, Emomali Rahmon, Sooronboy Jeenbekov and the first President of Kazakhstan Nursultan Nazarbayev.

The forum was organized at the initiative of China and President Xi Jinping. The head of state spoke on April 26, outlining what the Chinese government is planning to do to speed up the project. Two main conclusions can be drawn from the comments of the President of the People's Republic of China. First, China is a proponent of openness policy, healthy competition principles, creating equal conditions for all business participants and creating a favorable market environment. Second, the Chinese government will continue to actively support the One-Stop-Shop initiative with the participation of various countries through the allocation of funds from loans and trust funds, as well as the issuance of bonds.

As the Russian political scientist A. Chadaev rightly noted, "finding a clear word to describe what is happening and what will happen tomorrow is a great achievement" [4].

All the important issues in the field of strategic development of the country (strategic planning) are, after all, big policy, political strategy issues. They can include strengthening the country's position in the world market, spreading the language of the nation, disseminating national information in the global information space, development of the defense industry, security and other issues.

It should not be overlooked that we need to seriously rely on the scientific base in developing a national development strategy. In this regard, it is important to use their own base and the experience of the world community. Many political classes, the state apparatus, business entities do not understand how urgent the issue of strategy development, its definition and implementation is. It is necessary to take into account that this coordinate system, ie strategy, is multifaceted and interdisciplinary.

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Each state, the corresponding society exists simultaneously in several space-time coordinate systems, which can be clearly observed in the process of globalization. First, it is a universal coordinate system; Second, it is a coordinate system suitable for a particular region; Third, it is the time-space coordinates for the exact country. In determining the position of the country in the modern world, it is necessary to take into account each coordinate system and their specific historical time.

The modern policy of the state, the nation, is aimed at securing its interests in world politics and the world economy, strengthening its real sovereignty, and this policy is likened to a multi-faceted (and multi-step) chess game taking place on many chessboards; however, the rules of the game are updated from time to time, players change. In such a policy, it is very important to maintain its national statehood. The processes of globalization are having a negative impact on these situations. Politicians of countries that have achieved high levels of development in the post-World War II period (China, India, France, Japan, etc.) (not to mention the intellectual elite) have been paying great attention to maintaining this identity.

Relevant research, both practical (applied) and theoretical, is very weakly encouraged by the political class and entrepreneurs in our country. The country is dominated by intellectual anarchy in many social sciences (F.Kh. Hikmatov). We believe that healthy scientific pluralism should prevail instead. We need to be well aware of the shortcomings of our country. The Soviet "leadership" was not without its shortcomings, and in 1980 the attempts to modernize and reform the country ended in crisis. was the same fact) [5].

In order to develop a national strategy for the transformation of Uzbekistan into a modern great state, the political class itself must understand the need for this legitimate techno-evolution (economic, social, medical, health, military, popular culture, etc.). At the same time, the political class must understand that modern applied sciences, such as physics, biology, chemistry, fundamental sciences, "hybrid" sciences must continue to develop. Technological changes will ensure the introduction of new products to the world market, the expansion of opportunities, national competitiveness.

To ensure such shifts, it is necessary to ensure the preservation and development of science in the country. In our country, the prevailing view is that if science is not economically viable, if it cannot be combined with the sciences that support the commercial sector, we do not need it (in the political class, in the state apparatus, and in many parts of the business elite). At the same time, it is considered that there is no need for science that uses its results in other countries. This is a misconception. High-tech civilization must understand this, the political class, the state apparatus, the intellectual elite, the business elite must understand it.

The function of science is not only to create a technological basis for new products in our society, but also to develop new knowledge. This framework will allow us to develop industries that cannot be set up today in 10-20 years.

In the United States, France, Japan, Germany and other countries, both government and non-government networks are working to study the laws of techno-evolution, the development trends of science and technology, and their scientific research covers hundreds of areas. In our country, such studies are not comprehensive and numerous.

Understanding what is happening in the development of world science and technology is crucial in ensuring our national security. Emerging biotechnology based on molecular biology and genetic engineering is also a cause for concern. The political class and intellectual elites of different countries do not have a realistic understanding of what is happening in the field of biotechnology. At the same time, we are on the eve of a new scientific revolution: submolecular biology (nanotechnology) is evolving.

This is the fact that not only scientists but also politicians are actively involved in the development of science in Western countries, especially in the United States, which is very different from those involved in the development of our science. They are actively involved in both new technology and fundamental and applied sciences.

A vivid example of this is the US Vice President (former) Albert Gore, who during his political career was engaged in research in information technology, biotechnology. In his research, he has relied on a team of experts from the U.S. National Academy of Sciences and its staff, the U.S. President's Adviser on Science and its staff, and other leading research centers in the country, government and non-government sectors.

Another example is the activities of former Indian President Abdul Kalam. He was one of the leaders of national science and industry before he was elected president, and maintained that position even after he was elected president (2002).

New challenges and threats The rapid development of biotechnology, molecular biology, genetic engineering requires a deeper study of the problem. In the United States, the political class has long focused on science and technology. The report of the great scientist Vanever Bush (1945) on behalf of F.D. Roosevelt drew attention to the prospects of scientific research and the development of various technologies after the war. Based on the study of this report, science and technology policy has changed radically. Fundamental research, applied research and extensive public funding have begun. During the Soviet era, the "nuclear project" was a major impetus for the development of science and technology.

A number of researchers point out that the historical path of Uzbekistan corresponds to the logic

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of mobilization development, and we can see a similar situation in Russia, for example. There are also elements of modernization carried out by representatives of the Romanov dynasty. Accordingly, a mobilization shift is still needed today, and it is not behind the mountain.

This view can be partially acknowledged: indeed, in the history of Uzbekistan, a mobilization strategy was implemented, but it ended in stagnation or conservation. A natural question arises: Should such development continue? We think there may be alternatives as well.

Effective strategic planning allows the state (especially our country) to come up with strategic initiatives in the field of international politics, which is very important in managing the processes of globalization, but a positive solution to this issue is very important in becoming a real subject of international politics.

Any strategy is a choice of priorities that limits itself in the long run when a political entity chooses this or that strategy. Choosing priorities in strategy is crucial in limiting one's own actions. Therefore, strategic planning leads to a conflict of interest within the bureaucratic apparatus, someone's actions are limited, the sphere of influence is narrowed, and this aspect of it is required to effectively overcome the contradictions in its various segments.

Unlike strategic planning, operational planning refers to specific operations, actions. In modern conditions, the importance of political and psychological influence is growing. Theoretical and applied political sciences, as well as political-military strategy are not well developed in our country. It is mainly practiced by Anglo-Saxon countries, France and China. Details of the operational planning strategy include the identification of structures and organizations responsible for its implementation.

Strategic planning consists of a series of steps and steps. It should depend on the real decision-making mechanisms available. The latter situation is often overlooked by strategic plan developers, especially in academic pharmacies with no practical work experience.

In modern conditions, strategic planning in Uzbekistan can be both indicative and directive. Both methods of planning should work closely with the state (both in the executive and the legislature), as well as with the business sector. The role of business in indicative planning should be considered [6, p. 10].

Indicative planning is a method of indirect impact on economic entities. It limits entrepreneurial activity, it creates areas that are important for entrepreneurship, for the strategic planning of corporations, and directs them to the international and regional economy. One of the important tasks of indicative planning is to set priorities for the development of national policy for a certain period of time [7, p. 78].

In modern conditions, directive planning is a long-term and medium-term planning related to the armed forces, the defense industry, national transport, energy and information and communication structures. It plays an important role in ensuring national security.

The system of strategic development also implies a system of relevant public administration bodies, which should rely on a research center that is independent of the state apparatus, the executive branch. At the same time, it is important to develop mechanisms for cooperation with the state apparatus and business organizations. To do this, it is necessary to study the experience of Japan, South Korea and a number of other countries that have established effective cooperation on strategic development of the country for ten years.

In the context of Uzbekistan, the two chambers of the Oliy Majlis should play an important role in strategic planning: they should create analytical units that will increase the research capacity of the parliament. Together with the Parliamentary Chamber of Accounts, it is designed to monitor the implementation of plans adopted on the ground, the effectiveness of which is determined by the effectiveness of the deputy.

It is known that the concept of strategy first appeared and studied in the military field, but today it is used in almost all areas, even in human life (at the same time, the concept of high strategy is used in the political-military sphere). In business activities: corporations, companies regularly carry out strategic planning [8, p. 62]. Many TMCs are active in the study of the international political environment, which means that in strategic planning, business entities take into account the political factor.

Strategy has a steady trend of transition from art to science. Management sciences have been able to form a major scientific source on strategy. Revolutionary changes must be taken into account in the development of the strategy. In particular, an in-depth analysis of revolutionary changes in military affairs is needed. Because they are the ones who can determine the nature of future wars and conflicts. The use of revolutionary changes in military work by one or another state (or by non-state actors of the international political system) may lead to the use of military force in a very comprehensive manner.

In the modern context, a number of authors use the term strategy to express their views on different options for strategy. This concept actually originated in Greece a few hundred years before our era, but was of great interest during the Roman Empire. The Latin author Julius Frontin explained this concept to his readers as follows: "The concept called stratagem by the Greeks is dexterity used by generals" [9, p. 242]. That is, under the term stratagema, they also understood the use of various methods and techniques to raise the morale of the army and to achieve victory.



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Strategies can be seen as an integral part of asymmetric strategies, moving away from their classical content.

Asymmetric strategies are primarily aimed at “swallowing the weak” [10, p.16]. But asymmetric strategies are used not only by the weak side, but also by the strong side, which is also not interested in the number of victims, losses.

Countries may occupy a symmetrical position in the system of international relations, and asymmetric strategies with different political goals may be formed.

At the beginning of World Wars I and II, Russia did not develop such an asymmetrical strategy, as a result of which Russia was defeated in the war, the empire was abolished, and a large number of casualties were not prevented in World War II. With an asymmetric strategy, victory in World War I would have been possible, with little casualties in World War II.

During the "arms race" during the Cold War, the USSR was weaker than the United States and its allies and followed a symmetrical strategy. This led to the progressive and cumulative destruction of the resources of the former Soviet Union, and to the weakening of the will of the people and the political elite.

In the 1980s, the USSR adopted the Strategic Defense Initiative, a comprehensive program that took into account space components. It was officially announced by the Soviet leadership at a Soviet-American meeting in Geneva in November 1985. [11, p. 112]

**Conclusions and recommendations.** Today, there are a number of notes on the strategic choice of Uzbekistan. The current stage of world politics and socio-economic development is characterized by the following features:

globalization of the world economy;  
informatization of all forms of communication;  
acceleration of the stage of scientific and technological development;  
transformation of the role of the state and the formation of new forms of quasi-states;  
development of a new economy in the process of resource depletion.

The national interests of Uzbekistan, the development and implementation of asymmetric strategies of political and military relations in ensuring the national security of Uzbekistan is a very important task. In implementing strategic planning, we must take into account the strengths and weaknesses of ourselves and our leadership, our partners.

Strategic planning needs to know what the opponent thinks, historical analogies are used in policy and business in the implementation of strategic planning (and strategic decision making).

In short, not all players in the political arena (whether individual, organization, or state) have the ability to use strategy as an instrument. Strategic activity is a separate art. On the one hand, a limited number of experts are involved in the strategy process, but it has a systematic description and requires special analytical skills. Another noteworthy aspect of the problem is that even an entire country may or may not have its own strategy. Because every organization, governing body has a limit to imagine its future. Usually their main effort is determined by solving everyday problems. As a result, under the influence of all the factors mentioned, strategy, strategic thinking and management fail. As a popular rule, if you don't have your own strategy, you live with someone else's strategy. That is, there is an alien strategy in life (there is no strategic gap as there is no ideological gap) and it will continue to develop within the country without any obstacles.

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